

Change Management is the process needed to assure that changes are not made to a program or project without the review and approval of the appropriate personnel. Appropriate change management is handled through the effective use of management control and implementation of a change management process. The mechanism that is used to coordinate change Management is the Project Review Committee (PRC) and the Project Review Board (PRB). The committee and board are discussed later in the Chapter. The process of reporting change and progress is also important. The reporting process will be explained in more detail.

a) Management Control. Management control consists of the methods used to authorize, direct, and measure costs, schedule, and technical performance, compare that performance to baselines, analyze variances, and take corrective action as required.

The Cultural Resources program is being managed under the Program Management Business Process (PgMBP). The primary USACE guidance for management control under PgMBP is ER 5-1-11 "Program and Project Management", dated 17 August 2001, and any subsequent revision. From time to time, project management guidance letters on specific topics are also issued by HQUSACE.

The District Commander, through the Deputy District Engineer for Project Management (DDEPM), is responsible for effective programs and project management. Management oversight and coordination is focused on the monthly PRB at district, division and HQUSACE levels. The Cultural Resources Program Manager is the main interface with the PRB representatives. The district PRB approves the Program Management Plan (PgMP) and Project Management Plans (PMP's) and evaluates their performance. Changes to both plans are to be approved by the PRB. The district PRB also identifies actions to resolve issues and takes action on schedule and cost changes requests within the limits of its authority. The higher-level PRBs perform a similar role, with broader authority.

Projects within the program are executed under the leadership of a project manager, who will be the primary point of contact (POC) with all elements outside of cultural resources. The project will be covered by the written PMP, which includes baseline cost and schedule estimates and performance criteria. The PMP is developed by the project manager in conjunction with the team members of each technical function contributing to the project. The PMP includes activities performed by USACE or the contractor. The PMP documents the USACE commitments required for project development and provide a common understanding among all parties involved.

The project manager exercises management control by allocating funds to each technical function, monitoring physical progress, including major milestones, checking labor expenditure reports, preparing budget and schedule change requires, updating the PMP, reviewing documents, and preparing required management reports. The project manager will oversee any and all contractors that are completing all or portions of the work required. Communication with all outside parties will be done through the project

manager. The program communication plan shall be utilized to the maximum extent possible.

b) Change Control Plan. This consists of the procedures for controlling changes to the program or to the projects within the program. Changes to the program are usually in policy or procedure. The Program Manager initiates changes or receives requests from other district elements for changes. The change request must state who is requesting the change, a description of the change, the date the change is needed, the date of submission of the change request and a signature of the one submitting the change request. Action is taken on the changes at the appropriate authority level. The greater the change, the higher level of authority required for action. Changes to the PgMP are to be approved by the PRB.

At the project level, procedures for controlling changes to the project scope, schedule, or budget are usually reviewed. These procedures are specified as part of the PMBP process. The Project Manager initiates changes or receives requests from other district elements for changes. The change request must state who is requesting the change, a description of the change, the date the change is needed, the date of submission of the change request and a signature of the one submitting the change request. Action is taken on the changes at the appropriate authority level. The greater the change, the higher level of authority required for action. Changes to the PMP are to be approved by the PRB.

PDT members are responsible for identifying any changes in scope, budget, or schedule as early as possible so that the PM can resolve the issue, approve the change, or elevate the change to the appropriate level for action. The greater the change and its impact to the study, the higher the level of authority that may be required for action. Changes that affect the overall scope, budget, or schedule require approval by the Program Manager. The Program Manager will maintain a record of approved changes and will modify the PgMP accordingly.

c) Project Review Committee/Board. The district has established a group called the project review committee (PRC) that reviews all projects and programs throughout the district. This committee meets once a month to review progress to the various projects on-going in the Civil, Military and Hazardous and Toxic Waste programs. The Cultural Resource Program is part of the Civil Works Program. Each month the Cultural Resource projects that are ongoing or ones that will be accomplished in the current fiscal year are reviewed at the meeting of the PRC. The PRC is composed of Division and Section Chiefs.

In addition to the PRC the district has established the project review board (PRB). This board is comprised of upper management, specifically Division Chiefs, and is lead by the District Commander. The purpose of this board is to review those projects that the PRC believes need input from the executive level staff or projects that they need to be made aware. As mentioned earlier, if a project management or program management plan needs to be changed, then change is often approved during this monthly meeting.

d) Reporting Requirements. The project management reports to higher authorities are made through the PRB. The Program Manager prepares most reports. The purpose of these reports is to monitor accomplishment of project and program objectives, identify trends and issues, and forecast changes to scheduled and costs.

Periodically, internal reports will need to be prepared for various purposes. Milestone reports showing tasks, funds, and dates for work requests from various functional divisions within the district are prepared so that the district workload may be planned. Reports showing past and estimated future expenditures are prepared for budget planning. These internal reports are prepared monthly, quarterly, or annually, according to established district procedures. One or more fact sheets with condensed information about the program or projects are maintained to provide background information to higher authority or to respond to inquiries. Some informal internal reports are made for recording purposes. These include trip reports, telephone call memoranda and minutes of meetings. These are usually kept in project files at the district offices.

The customer shall be provided, at least semiannually, financial information for the program and/or projects, consistent with public law, regulation, and good business practice.

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